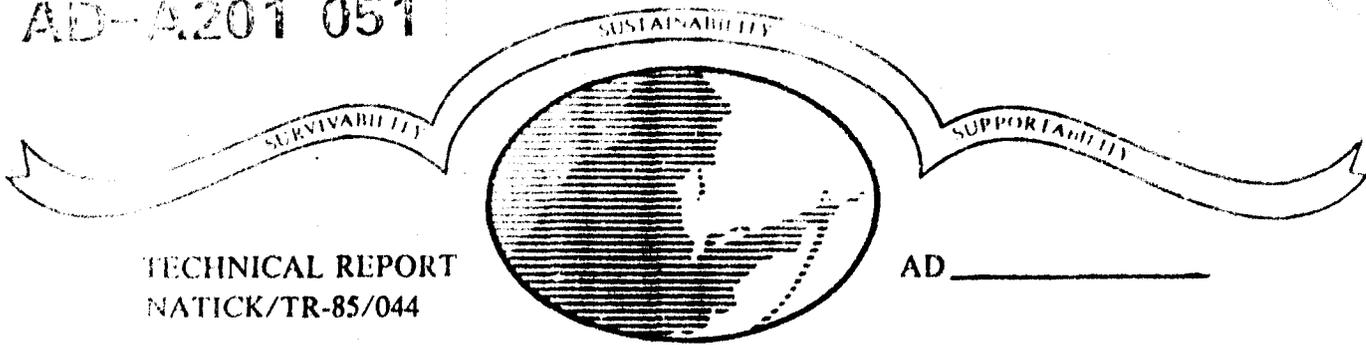


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# SURVEY EVALUATION OF MARINE CORPS FOOD SERVICE SCHOOLS AT CAMP JOHNSON, NC

BY

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MARCH 1985  
FINAL REPORT - 1984

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88 11 18 091

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SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER NATICK/TR-85/044	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) SURVEY EVALUATION OF MARINE CORPS FOOD SERVICE SCHOOLS AT CAMP JOHNSON, NC		5. TYPE OF REPORT & PERIOD COVERED Final 1984
		6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s) Leonard Flynn, Barbara A. Jezior and Lawrence E. Symington		8. CONTRACT OR GRANT NUMBER(s)
9. PERFORMING ORGANIZATION NAME AND ADDRESS US Army Natick Research and Development Center Science & Advanced Technology Laboratory (STRNC-YBM) Natick, MA 01760-5020		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS O&MA 728012. 19
11. CONTROLLING OFFICE NAME AND ADDRESS US Army Natick Research and Development Center Science & Advanced Technology Laboratory (STRNC-YBM) Natick, MA 01760-5020		12. REPORT DATE March 1985
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		13. NUMBER OF PAGES 43
		15. SECURITY CLASS. (of this report) Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release: distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number)		
FOOD SERVICE MANAGEMENT TRAINING SCHOOLS MARINE CORPS	SURVEYS MILITARY PERSONNEL INSTRUCTIONS EVALUATION	QUESTIONNAIRES
20. ABSTRACT (Continue on reverse side if necessary and identify by block number)		
<p>The three Marine Corps food service schools at Camp Johnson, NC, were evaluated by means of questionnaires and survey data collected at Marine Corps bases from food service officers and dining facility managers. Food service officers rated the Staff NCO Course, while the dining facility managers rated the Staff NCO Course, the NCO Course and the Basic Course. Skills taught at all schools were rated as to: (1) training adequacy, (2) frequency with which they are used and (3) extent to which they should be emphasized.</p> <p style="text-align: right;">(continued)</p>		

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Food Service Officers ratings of the Staff NCO Course showed that training adequacy was low, the skills are frequently used and all need greater emphasis. Managers' ratings showed that the skills taught at all three schools needed greater emphasis and all skills are frequently used except those taught at the Staff NCO Course for managing a consolidated facility and centralized bakery. Managers felt training was (1) adequate at the Staff NCO Course, except for the consolidated facility and centralized bakery skills, (2) adequate overall at the Food Service NCO Course, although all aspects of the program require greater emphasis; and (3) somewhat inadequate at the Basic Food Service School, and all aspects need greater emphasis. Comments from both food service officers and dining facility mangers included the following: greater emphasis should be placed on practical skills at all levels, leadership and supervisory skills should be more developed, less overlap should exist between courses and courses should be longer. (SDW)



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## PREFACE

This evaluation of Marine Corps' food service schools was conducted May/June 1983 and was funded under Navy/Marine Corps' requirement NM83-17. It represents one facet of the Food Service Management Training/Development Program.

Direction of this evaluation effort was provided by the Behavioral Sciences Division of Natick's Science and Advanced Technology Laboratory (SATL).

All Marine Corps personnel involved in this analysis exhibited both professionalism and enthusiastic cooperation and are to be highly commended. The authors also would like to extend special recognition to CW-3 Louise Haebig and CPT Gary Fuhrman for the facilitating roles they assumed in the interviewing and surveying processes at Camp Pendleton, CA, and Camp LeJeune, NC, respectively.

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**SURVEY EVALUATION OF MARINE CORPS FOOD SERVICE SCHOOLS  
AT CAMP JOHNSON, NC**

**INTRODUCTION**

An evaluation of the Marine Corps Food Service Schools at Camp Johnson was conducted by personnel of the U.S. Army Natick Research & Development Center at the request of Headquarters Marine Corps, Washington, D.C. To perform this evaluation, Natick personnel made visits to the schools to discuss with the staff and instructors the means by which this evaluation could be best accomplished. It was determined that the most appropriate approach would be to conduct a survey of food service personnel at Marine Corps installations to assess their opinions of the food service training programs. To help further in the determination of the survey issues, the Natick researchers conducted a series of interviews with the food service personnel at Camp Lejeune and Camp Pendleton. These meetings and interviews with the personnel of the training schools and the personnel from the installations were conducted during May and June of 1983. The information gathered from these sources was utilized in the construction of the survey instruments, which were then sent to Marine Corps personnel throughout the Corps.

It was decided that the evaluation should center upon the opinions of food service officers to assess the training received by dining facility managers and assistant managers and also upon the opinions of dining facility managers to assess the training received by personnel who had graduated from one or more of the three food service courses conducted at Camp Johnson. Thus, two different questionnaires were constructed: the first for the evaluation of facility managers and assistant managers by food service officers, and the second for the evaluation of food service school graduates by facility managers.

**METHOD**

**Questionnaire Construction**

Based on the opinions received from training personnel and food service personnel, it was decided that both questionnaires should address three aspects of training: the adequacy of the training, the frequency with which the particular task or skill was utilized in dining facility operations, and the extent to which the task or skill should be emphasized in the training programs. The selection of specific tasks and skills to be evaluated was derived from the programs of instruction in use at the three training schools at the time the survey was conducted. A four-point scale was devised for each of the three aspects (adequacy, frequency, and emphasis) and each task or skill was evaluated for all three aspects. An additional scale choice of "N" (no opinion) was provided for each of the three scales.

## **Questionnaire for Food Service Officers' Evaluation of USMC Dining Facility Manager's Training**

This questionnaire was specifically designed to afford food service officers the opportunity to assess the training received by dining facility managers and assistant dining facility managers. The items closely correspond to the objectives of the Food Service Staff NCO Course conducted at Camp Johnson and referred to the differing management skills needed for effective dining facility management. A copy of the questionnaire is included in Appendix C.

## **Questionnaire for Dining Facility Managers' Evaluation of Graduates from USMC Food Service Schools**

This questionnaire was specifically designed to afford dining facility managers the opportunity to assess the training which had been received by their subordinate personnel who had graduated from one or more of the three food service schools conducted at Camp Johnson. This questionnaire for the opinions of dining facility managers was divided into four sections. The first section was demographic in nature and requested information concerning the facility manager's breadth of experience in the Marine Corps Food Service. The second, third, and fourth sections dealt with the Basic Food Service Course, the Food Service NCO Course, and the Food Service Staff NCO Course, respectively. The items for these three sections were drawn from the programs of instruction for three courses and reflected the individual training objectives of each of the three courses. A copy of the questionnaire is included in Appendix D.

## **Survey Respondents**

Because it was determined that the persons most knowledgeable about the quality of the training schools would be food service officers and dining facility managers at Marine Corps installations, both questionnaires were sent to the commanding officers at Marine Corps installations to be distributed to the appropriate personnel through the food service officer. This procedure resulted in the mailing of 226 questionnaires for responses from dining facility managers and 63 questionnaires for responses from food service officers. The eventual return rate was 29% for questionnaires sent to the dining facility managers (66 returned out of 226 sent), and 44% for questionnaires sent to food service officers (29 returned out of 66 sent). The response rates from the differing types of installations (base, division, field service support station) were such that the responses can be viewed as an acceptable stratified sampling of the Marine Corps population.

## **Data Analysis**

The responses for each of the two questionnaires were coded and computer processed for descriptive and frequency statistics of each item for each of the three training aspects. Additionally, each curriculum category in the two questionnaires was indexed as a composite and then processed for descriptive and frequency statistics. This resulted in an assessment of each task or skill taught at the three training schools being evaluated for adequacy,

frequency and suggested emphasis on both a composite as well as component basis. The demographic data were tabulated.

**Scale Choices: Food Service Officers' Evaluation**

The following scale choices were employed in the questionnaire used by the food service officers to assess the training received by dining facility managers.

Please use the following rating scales to indicate your opinions:

**ADEQUACY OF TRAINING PROVIDED AT STAFF NCO COURSE**

- 4 - You feel that managers were generally highly trained for this item.
- 3 - You feel that managers were adequately trained for this item.
- 2 - You feel that managers were generally poorly trained for this item.
- 1 - You feel that managers were very poorly trained for this item.
- N - You feel that you have not formed an opinion for this item.

**FREQUENCY OF USE BY DINING FACILITY MANAGERS**

- 4 - This item is usually done daily by managers.
- 3 - This item is done at least once a week by managers.
- 2 - This item is done at least once a month by managers.
- 1 - This item is rarely or never done by managers.
- N - You feel that you do not have an opinion for this item.

**SUGGESTED TRAINING EMPHASIS FOR STAFF NCO COURSE**

- 4 - More school emphasis is needed for this item.
- 3 - School emphasis for this item is adequate.
- 2 - Less school emphasis is needed for this item.
- 1 - Item should not be taught at Staff NCO Course.

**Scale Choices: Dining Facility Managers' Evaluation**

The following scale choices were used by the dining facility managers to assess the training received by graduates from the three food service training schools.

Please use the following rating scales to indicate your opinions:

**ADEQUACY OF TRAINING RECEIVED**

- 4 - You feel that the individuals were generally highly trained for the particular item.
- 3 - You feel that the individuals were generally adequately trained for the particular item.
- 2 - You feel that the individuals were generally poorly trained for the particular item.

- 1 = You feel that the individuals were generally very poorly trained or not trained at all.
- N = You feel that you have not formed an opinion for this item.

**FREQUENCY OF USE**

- 4 = The activity is usually done daily.
- 3 = The activity is done at least once a week.
- 2 = The activity is done at least once a month.
- 1 = The activity is done very rarely or never.
- N = You feel that you have not formed an opinion for this item.

**SUGGESTED SCHOOL EMPHASIS**

- 4 = More school emphasis is needed for this item.
- 3 = School emphasis is adequate for this item.
- 2 = Less school emphasis is needed for this item.
- 1 = Item should not be taught in school.
- N = You feel that you have not formed an opinion for this item.

**RESULTS**

Since these procedures resulted in a large volume of statistics, this report will present the information in the form of means for the questionnaire items and indexes. The results are presented in table form for each questionnaire. A brief summary will follow each table and a summative discussion for each questionnaire is presented at the end of the report.

**Food Service Officers' Assessment of Training for USMC Dining Facility Managers**

**TABLE 1**

**Food Service Officers' Mean Ratings of Service Support Staff NCO Management**

SKILL	TRAINING ADEQUACY	FREQUENCY OF USE	SUGGESTED SCHOOL EMPHASIS
Effective communication ability	2.17	3.55	3.59
Effective leadership ability	2.45	3.90	3.35
Problem solving ability	2.24	3.70	3.55
Overall rating	2.28	3.71	3.67

It is apparent from Table 1 that the overall adequacy of training for interpersonal management skills is low (2.28), the frequency of usage is

quite high (3.71), and that the emphasis in this area should be increased (3.67).

**TABLE 2**  
**Food Service Officers' Mean Ratings of Technical Skills**  
**Required of Dining Facility Managers**

SKILL	TRAINING ADEQUACY	FREQUENCY OF USE	SUGGESTED SCHOOL EMPHASIS
Proper military correspondence	1.83	3.50	3.87
Requisition and inventory control forms	2.52	3.62	3.48
Receipt and storage of subsistence supplied	2.79	3.49	3.28
Product and produce requirement sheet	3.00	3.28	3.20
Control of dining facility funds	2.66	3.72	3.45
Man-day Fed report	3.03	3.66	3.31
Financial status report	2.90	3.72	3.41
Managing a field dining facility	1.91	1.48	3.64
Overall rating	2.58	3.30	3.45

It is apparent from Table 2 that the overall level of training in this area is somewhat less than adequate (2.58), the frequency of usage of these skills is high (3.30), and that training emphasis in this area should be increased (3.45). For the issue of training adequacy, knowledge of military correspondence and managing a field dining facility are particularly low (1.83 and 1.91). For the issue of usage frequency, managing a field dining facility are particularly low (1.48).

For the area of school emphasis, all items are seen to be deserving of somewhat greater emphasis with military correspondence having the highest rating (3.87).

TABLE 3

**Food Service Officers' Mean Ratings of  
Management of Centralized Pastry Shop/Bakery**

TASK	TRAINING ADEQUACY	FREQUENCY OF USE	SUGGESTED SCHOOL EMPHASIS
Production of breads and pastries	2.17	2.12	3.32
Knowledge of faults in breads	2.06	2.33	3.50
Knowledge of faults in pastries	2.18	3.06	3.61
Ability to manage field bakery facility	1.65	1.13	3.29
Overall rating	2.01	2.16	3.43

It is apparent from Table 3 that all aspects of training adequacy for dining facility managers in this area are considered as low, with management of a field bakery having the lowest rating (1.65). The frequency of usage of these skills is generally low (2.16), with the notable exception of faults in pastries (3.06). In the area of desired school emphasis, all items are seen as requiring more emphasis, with faults in pastries having the highest rating (3.61).

TABLE 4

**Food Service Officers' Mean Ratings of Management  
of a Consolidated Food Service Program**

TASK	TRAINING ADEQUACY	FREQUENCY OF USE	SUGGESTED SCHOOL EMPHASIS
Subsistence supplies procedures	2.27	3.18	3.65
Computation of daily food allowance	2.20	1.77	3.48
Completion of subsistence operational plan	1.77	1.96	3.65
Food requisitions	2.30	3.12	3.44
Overall rating	2.13	2.50	3.55

It is apparent from Table 4 that the overall level of training for dining facility managers in this area is quite low (2.13) with the completion of subsistence plan having the lowest rating (1.77). The frequency of usage of these tasks is somewhat low (2.50) with subsistence supplies procedures and food requisitions occurring most frequently (3.18 and 3.12). All aspects of this area were seen as requiring greater school emphasis, with an overall rating of (3.55).

Initial summary of training received by dining facility managers appears to indicate that the overall adequacy of training received is quite low with an overall rating of 2.32. The frequency of usage of skills and tasks is quite high (2.96) with leadership ability and technical skills being most frequently utilized and management of a centralized pastries shop being least frequently utilized. All aspects of the training program are seen as requiring greater emphasis with an overall rating of 3.50. Knowledge of proper military correspondence is seen as the issue with the greatest need for increased emphasis.

#### Dining Facilities Managers' Assessment of the Graduates from USMC Food Service Schools

The first section of this questionnaire dealt with background information on the manager respondents. Of the 66 respondents, 59 had attended the Staff NCO Course and the most frequently occurring year of attendance was 1976. The average length of service in the Marine Corps Food Service was 14.6 years, and the average number of years of experience as a dining facility manager was 4.07. The experience of the respondents in supervising graduates from the three food service schools and for location and size of dining facility managed were:

Approximate number of personnel who have completed the Basic Food Service Course that you have supervised as a Dining Facility Manager (check one)

Under 10 11 10 to 20 13 21 to 50 19 Over 50 23

Approximate number of personnel who have completed the Basic Food Service NCO Course that you have supervised as a Dining Facility Manager (check one)

Under 5 19 5 to 10 21 11 to 20 13 Over 20 13

Approximate number of personnel who have completed the Food Service NCO Course that you have supervised as a Dining Facility Manager (check one)

Under 5 40 5 to 10 16 11 to 20 4 Over 20 3

Which type of unit best describes where you have had the most experience as a Dining Facility Manager?

USMC Base 24 USMC Division 25 USMC FSSG 9  
USMC Air Station 6

Number of meals that your dining facility prepares daily

Under 100 2 100 to 500 20 501 to 1000 19 Over 1000 25

Dining Facility Managers' Assessment of Basic Food Service School

TABLE 5

Dining Facility Managers' Mean Ratings of  
Dining Facility Fundamentals

TASK	TRAINING ADEQUACY	FREQUENCY OF USE	SUGGESTED SCHOOL EMPHASIS
Use of cook's worksheet	2.65	3.81	3.60
Math needed for recipe and portion portion conversions	2.70	3.95	3.67
Understand how to complete a subsistence issue receipt	2.50	3.25	3.51
Operate and clean standard food service equipment	2.97	3.87	3.25
Proper use of miscellaneous equip- ment (cutlery, utensils, etc.)	2.88	3.83	3.33
Overall rating	2.74	3.74	3.47

It is apparent from Table 5 that the overall training adequacy is slightly inadequate (2.74), that these tasks are performed quite frequently (3.74), and that these tasks should be given greater emphasis (3.47). The task rated as being least adequately trained is completion of subsistence issue receipt (2.50), the most frequently used is fundamental math for conversions (3.95), and this same fundamental is also rated as needing most school emphasis (3.67).

TABLE 6

Dining Facility Managers' Mean Ratings of  
Functions of Cook on Watch

TASK	TRAINING ADEQUACY	FREQUENCY OF USE	SUGGESTED SCHOOL EMPHASIS
Preparation of eggs	3.01	3.81	3.07
Preparation of salads	2.93	3.71	3.31
Preparation of meats, fish and poultry	3.01	3.76	3.25
Preparation of soups, sauces, gravies and dressings	2.87	3.73	3.40
Preparation of gelatin desserts, puddings and custards	2.88	3.49	3.38
Preparation of quick coffee cake, biscuits and muffins	2.82	3.53	3.41
Preparation of sandwiches	3.03	3.65	3.14
Preparation of beverages (coffee, tea, juices)	2.93	3.49	3.14
Preparation of vegetables	2.97	3.73	3.35
Overall rating	2.93	3.65	3.27

It is apparent from Table 6 that the dining facility managers felt the overall training adequacy is close to adequate (2.93), that these tasks are performed quite frequently (3.65), and that these tasks should be given a slightly higher emphasis (3.27). No single task from this grouping is clearly assessed as being inadequately trained, infrequently done, or deserving of special increased emphasis in school.

TABLE 7

Dining Facility Managers' Mean Ratings of Preparation of Meals Under Field Conditions

TASKS	TRAINING ADEQUACY	FREQUENCY OF USE	SUGGESTED SCHOOL EMPHASIS
Preparing meals under field conditions	2.61	1.90	3.63
Operation and maintenance of immersion water heater	2.81	1.92	3.51
Ability to solve work-related problems	2.38	2.40	3.56
Overall rating	2.60	2.07	3.56

It is apparent from Table 7 that the dining facility managers felt that the overall level of training adequacy for this area is inadequate (2.60), that these tasks are performed infrequently (2.07), and that this area requires greater emphasis in school (3.56). No single task in this grouping is seen as being more inadequately trained, nor is any single task seen as requiring greater emphasis. Ability to solve work-related problems is seen as being more frequently used (2.40) than the others.

An initial summary of training received by personnel who attended the Basic Food Service Course appears to indicate that the overall quality of training received is close to adequate (2.82), that the frequency of usage for the tasks and skills taught is quite high (3.34), and that all aspects of the training program should be emphasized more (3.38). The preparation of meals under field conditions is given the lowest overall rating for training adequacy (2.60) and is the area used least frequently (2.07). However, this area also has the highest rating for suggested increased school emphasis (3.56).

Dining Facility Managers' Evaluation of Food Service NCO Course

TABLE 8

Dining Facility Managers' Mean Ratings of  
Service Support NCO Management

TASK	TRAINING ADEQUACY	FREQUENCY OF USE	SUGGESTED SCHOOL EMPHASIS
Ability to communicate effectively with subordinates	2.85	3.87	3.50
Ability to demonstrate effective leadership	2.85	3.81	3.52
Ability to solve work-related problems	2.85	3.74	3.50
Overall rating	2.85	3.80	3.51

It is apparent from Table 8 that overall the training in this area is considered to be adequate (2.85), the skills are utilized very frequently (3.80), and the emphasis for this area should be increased (3.51). No single skill in this area was notable different in the assessed training adequacy, frequency of usage, or need for emphasis.

TABLE 9

Dining Facility Managers' Mean Ratings of  
NCO Course Instruction in Administrative and Supervisory Functions

TASK	TRAINING ADEQUACY	FREQUENCY OF USE	SUGGESTED SCHOOL EMPHASIS
Maintaining food sanitation conditions	3.01	3.92	3.39
Understanding of proper food storage procedures	2.95	3.80	3.39
Understanding of weight and measure conversions	2.87	3.92	3.50
Understanding of essential math	2.76	3.92	3.50
Understanding of Armed Forces Recipe Service	2.96	3.89	3.37
Understanding of cook's worksheet	2.85	3.81	3.45
Understanding of product and produce requirement sheet	2.96	3.84	3.42
Understanding of subsistency issue receipt form	2.89	3.76	3.40
Understanding of supernumary ration register	2.55	3.27	3.40
Understanding of Man-Day Fed report	2.51	3.35	3.36
Understanding of financial status form	2.35	3.36	3.34
Overall rating	2.78	3.71	3.42

It is apparent from Table 9 that overall the NCO training in this area is considered to be slightly inadequate (2.78), the frequency of usage of the tasks in this area is high (3.71), and the emphasis for this area should be increased (3.42). Of the specific skills in this area, understanding of financial status form received the lowest rating for training adequacy (2.35). All tasks and skills were utilized either weekly or daily, and all tasks and skills were seen in the need of increased emphasis.

TABLE 10

Dining Facility Managers' Mean Ratings of  
Chief Baker Functions as Instructed at NCO Course

FUNCTION	TRAINING ADEQUACY	FREQUENCY OF USE	SUGGESTED SCHOOL EMPHASIS
Supervises preparation of quick breads	3.01	3.54	3.29
Supervises the preparation of cakes, pies, and cookies	3.00	3.70	3.34
Supervises preparation of yeast-raised Products	2.93	3.44	3.31
Overall rating	2.98	3.56	3.31

It is apparent from Table 10 that the overall level of NCO training received in this area is considered to be adequate (2.98), the frequency of usage of these skills is high (3.56), and that the emphasis for this area in the NCO course should be increased somewhat (3.31). The ratings for the individual baking skills are very similar to the mean score for each respective dimension, i.e., training adequacy, frequency of use, and school emphasis.

TABLE 11

Dining Facility Managers' Mean Ratings of  
Cookery Techniques as Instructed at NCO Course

TASK	TRAINING ADEQUACY	FREQUENCY OF USE	SUGGESTED SCHOOL EMPHASIS
Preparation of salad and dressings	2.98	3.75	3.26
Preparation of garnishings	2.89	3.84	3.36
Preparation of meats, fish and poultry	3.09	3.83	3.25
Preparation of vegetables	3.07	3.82	3.22
Preparation of cereal and paste products	3.09	3.85	3.25
Preparation of beverages	3.06	3.73	3.21
Preparation of eggs	3.12	3.87	3.15
Preparation of sandwiches	3.09	3.77	3.27
Preparation of soups, sauces, gravies	3.07	3.81	3.31
Preparation of puddings and desserts	2.98	3.71	3.25
Preparation of flight meals	2.50	2.62	3.35
Overall rating	2.99	3.96	3.26

It is apparent from Table 11 that the overall level of training received in this area is considered to be adequate (2.99), the frequency of usage of these skills is high (3.96), and that the emphasis for this area in the NCO school should be increased somewhat (3.26). The skill of preparation of flight meals was given the lowest rating for training adequacy (2.50) and was also the least frequently utilized skill (2.62). All skills in this area were seen to need a uniform increase in emphasis.

TABLE 12

Dining Facility Managers' Mean Ratings of Field Operations as Instructed at NCO Course

TASK	TRAINING ADEQUACY	FREQUENCY OF USE	SUGGESTED SCHOOL EMPHASIS
Understands how to set up a field galley	2.51	1.81	3.80
Ability to supervise the use of field equipment	2.46	1.81	3.68
Ability to supervise meal preparation in the field	3.53	1.79	3.60
Overall rating	2.50	1.80	3.69

It is apparent from Table 12 that the overall level of training received in this area is considered to be inadequate (2.50), the frequency of usage of these skills is very low (1.80) and that the emphasis for this area in the NCO school should be increased (3.69). The skills in this area were seen to be similar in level of training adequacy, frequency of usage and level of needed increase in emphasis.

Initial summary of the training received by personnel who attended the Food Service NCO Course appears to indicate that the overall level of training received was close to adequate (2.85), that the frequency of usage for the skills taught in the school was high (3.51), and that all aspects of the training program should have increased emphasis (3.39). Field operations skills were seen as having the lowest level of training adequacy (2.50) and least frequency of usage (1.80). However, this area also received the highest rating for increased school emphasis (3.69).

Dining Facility Managers' Evaluation of Food Service Staff NCO Course

TABLE 13

Dining Facility Managers' Mean Ratings of  
Service Support Staff NCO Management

	TRAINING ADEQUACY	FREQUENCY OF USE	SCHOOL EMPHASIS
Ability to communicate effectively with subordinates	3.17	3.86	3.34
Ability to demonstrate effective leadership	3.17	3.85	3.26
Ability to use creative problem solving	3.03	3.72	3.31
Ability to conduct effective conference	2.98	3.54	3.37
Overall rating	3.08	3.74	3.32

It is apparent from Table 13 that the overall level of SNCO training received in this area is considered to be adequate (3.08), the frequency of usage of these skills in high (3.74), and that the emphasis for this area in the staff NCO course should be increased (3.32). The skills in this area were seen to be similar in level of training adequacy and level of needed increase in emphasis. One skill, ability to conduct an effective conference, was used less frequently than the other skills in this area (3.54) but was given the highest rating for needed increase in emphasis (3.37).

TABLE 14

Dining Facility Managers' Mean Ratings of  
Staff NCO Course Training in Managing a Dining Facility

	TRAINING ADEQUACY	FREQUENCY OF USE	SCHOOL EMPHASIS
Proper military correspondence	2.55	3.44	3.68
Requisition and inventory control forms	2.95	3.61	3.42
Procedures for receipt and storage of subsistence supplies	3.03	3.74	3.41
Completion of stock record card	3.01	3.60	3.35
Completion of subsistence issue report	3.06	3.67	3.34
Completion of manager's portion of cook's worksheet	2.93	3.77	3.42
Formula conversion of recipe portions	3.12	3.86	3.33
Completion of product and produce requirement sheet	3.19	3.71	3.23
Controlling of dining facility funds	2.95	3.60	3.40
Completion of Man-day report	3.04	3.65	3.30
Completion of financial status report	2.96	3.60	3.40
Conduction of an inspection in a dining facility	2.77	3.83	3.39
Establishment of a field dining facility	2.40	2.21	3.36
Overall rating	2.92	3.56	3.41

It is apparent from Table 14 that the overall level of training received in this area is considered to be close to adequate (2.92), the frequency of usage of these skills is high (3.56), and that the emphasis for this area in the staff NCO course should be increased (3.41). Of the specific skills in this area, military correspondence and establishment of a field dining facility, both received low ratings for training adequacy (2.55 and 2.40). Establishment of a field dining facility was the skill least frequently used (2.21). Military correspondence and establishment of a field dining facility received the highest ratings for the need of increased emphasis (3.68 and 3.36).

TABLE 15

Dining Facility Managers' Mean Ratings of Staff NCO Course  
Training in Managing a Pastry Shop/Field Bakery

	TRAINING ADEQUACY	FREQUENCY OF USE	SCHOOL EMPHASIS
Constructs recipes for the preparation of pastries	2.66	2.96	3.40
Understands procedure for production of bread	2.65	2.41	3.44
Understanding of accounting procedures	2.60	2.78	3.41
Understanding of faults in pastry productions	2.48	2.90	3.53
Understanding of faults in bread productions	2.50	2.38	3.51
Understanding of field bakery operations	2.30	2.27	3.53
Overall rating	2.53	2.61	3.47

It is apparent from Table 15 that the overall level of training received in this area is considered to be inadequate (2.53), the frequency of usage of these skills is moderate (2.61), and that the emphasis for this area in the staff NCO course should be increased (3.47). Of the specific skills in this area, understanding of field bakery operations had the lowest rating for training adequacy (2.30) and the lowest frequency of usage (2.27), but received the highest rating for needed increase in emphasis (3.53).

TABLE 16

Dining Facility Managers' Mean Ratings of Staff NCO Course  
Training in Managing a Consolidated Food Service System

	TRAINING ADEQUACY	FREQUENCY OF USE	SCHOOL EMPHASIS
Understanding the construction of a menu	2.72	2.73	3.57
Understanding of subsistence supplies procedures	2.81	3.27	3.50
Understanding of how to compute a daily food allowance	2.63	2.55	3.60
Understanding the duties of a collection agent	2.78	3.00	3.53
Understands the procedure for flight meals	2.43	2.39	3.62
Understanding of subsistence operational analysis	2.42	2.54	3.70
Understands how to submit requisitions for foods	2.75	3.39	3.55
Overall rating	2.64	2.83	3.58

It is apparent from Table 16 that the overall level of training received in this area is considered to be inadequate (2.64), the frequency of usage of these skills is fairly high (2.83), and that the emphasis for this area in the staff NCO course should be increased (3.58). Of the specific skills in this area, procedures for flight meals and subsistence operational analysis received low ratings for training adequacy (2.43 and 2.42), procedures for flight meals were the least frequently utilized skill (2.39), and subsistence operational analysis received the highest rating for need of increased emphasis (3.70).

IMPLICATIONS

Evaluation of Training Received by Dining Facility Managers

The 29 food service officer respondents for the questionnaire dealing with the training received by dining facility managers were rather unanimous in their opinion that the overall level of training was sufficiently adequate. The respondents consistently indicated deficiencies within the four areas included in the staff NCO course. These weaknesses tended to focus on leadership capabilities, such as inadequate communication ability, inability to use proper military correspondence and inability to manage the operations of a field dining facility.

The frequency of usage for the skills instructed in the four aspects of the staff NCO course are apparently quite different. All respondents indicated that the skills covered in the service support SNCO management training and the training in managing of a dining facility were very

frequently used. In contrast, the skills covered in the centralized pastry shop and consolidated facility sections of the educational program were infrequently used. Within these two sections there were several exceptions: faults in pastries, subsistence supplies procedures and food requisitions were learning activities subsequently used with a high degree of frequency.

The respondents agreed without exception that all aspects of the training program should receive greater emphasis, including those skills which are infrequently used. The item with the highest rating for need to increase emphasis is the use of proper military correspondence.

It therefore appears that the respondents consider the overall level of all aspects of training for dining facility managers to be inadequate, that some skills are much more frequently utilized than others and that all aspects of the training program should receive greater emphasis.

In addition to assessing the training received by dining facility managers by responding to the questionnaire items, many of the food service officer respondents elected to add comments concerning problems with the training programs and suggestions for improvement of such training. A representative sample of these comments is as follows:

Items listed in section D (Management of Consolidated Facility) should be taught to MSGTS - MGYSGTS & WOs - not to SNCO (SSGTS GYSGTS).

Have two separate classes - E-6 and E-7 only and E-8, E-9, newly appointed WO.

Newly appointed SSGTS and SGTS who are most likely chief cooks had a tendency to get lost or the teaching is above their heads.

A course for Master Gunnery Sergeants/Warrant Officers designed to teach subsistence budgeting, management/funding . . . that a food technician/operations manager must know.

Many comments referred to the accountability and evaluation of dining facility managers:

Facility managers should have their fitness reports completed by the Food Service Officer.

The current situation has dining facility managers responsible only to the commander of the unit assigned to.

Managers, being career oriented, are concerned about fitness reports (above all) . . . .

Specific suggestions made by the respondents for improving the situation of dining facility managers were:

With today's enormous administrative burden, all dining facilities should have an additional SNCO to work with the assistant manager preparing cook's worksheet and other administrative burdens . . .

The time span from attending school and actually managing a facility should be shortened.

SNCO students should work with or observe a dining facility manager as part of school program.

The responses and comments for the questionnaire concerning the training of dining facility managers indicate training deficiencies in the areas of effective leadership abilities and proper completion of correspondence. While certain training is infrequently utilized, particularly that relating to the operation of field facilities, the food service officer reported all training as requiring greater emphasis. The survey identified several additional problems, such as the accountability process for facility managers and the lack of supportive administrative help. These problems are probably beyond the purview of the training courses.

Several specific recommendations are suggested by the respondents, notably that the training for operation of consolidated facilities be undertaken in a separate course for E-8s, E-9s and WOs, and that the time lag between attendance at the Staff NCO course and actual assumption of dining facility manager responsibility be shortened.

#### **Evaluation of the Three Food Service Courses**

##### **Basic Food Service Course.**

The 66 respondents who evaluated the training program offered in the Basic Food Service Course were of the general opinion that the course level of training was somewhat inadequate, that the skills taught in the fundamentals and cook's watch aspects of the program were used extensively and that greater emphasis should be placed on all aspects of the training program. The respondents were in agreement that the training on meal preparation under field conditions was inadequate and infrequently used.

Several respondents chose to comment additionally on the Basic Food Service Course. Excerpts of several of these comments were:

I feel that the basic course should be longer and not always taught under ideal conditions . . .

Give them better preparation for problem solving . . .  
Basic food service personnel should work in a dining facility first before going to school . . .

School is too short . . .

School should be longer and under more realistic conditions . . . .

### Food Service NCO Course.

The 66 respondents who evaluated the training program offered in the NCO Course were of the general opinion that the different aspects of the program had differing levels of training adequacy. Administrative functions, bakery products, and chief cook functions were seen as being adequately trained, while support management and field operations were seen as somewhat inadequately trained. All skills and tasks were seen as being used very frequently with the exception of field operations procedures which were seen as rarely needed. All aspects of the training program were seen as requiring more emphasis.

Several respondents chose to comment additionally on the Food Service NCO Course. Several of these comments were:

- More emphasis should be put on how to complete paperwork . . .
- Need to know how to manage people better . . .
- Don't need to know how to set up field galley . . .
- Teach how to get more cooperation and work out of help . . . .

### Food Service Staff NCO Course.

The 66 dining facility manager respondents who evaluated the training program offered in the Staff NCO Course were of the general opinion that the level of training was adequate for SNCO management and managing a dining facility and somewhat inadequate for managing a centralized pastry shop/bakery and for managing a consolidated food service system. Similarly, the frequency of usage was high for SNCO management and managing a dining facility, and frequency of usage was low for centralized pastry shop/bakery and consolidated food service system. All four areas of training in the Staff NCO Course were regarded as needing greater emphasis.

Representative comments of managers concerning the graduates of Staff NCO Course were:

- Send all SNCOs to a dining facility to work with a manager to see what is really happening . . .
- More emphasis on paperwork . . .
- Too much repeating of information from NCO course . . .
- Too much time between going to school and becoming manager . . .
- More practical training and less on pastry and field bakery . . .
- Manager training is too rushed . . .more time needed to learn skills . . .

### CONCLUSIONS

The dining facility managers' opinions concerning the Basic Food Course indicate that the overall level of training is inadequate, with a greater need for concentrating on basic skills, such as recipe and portion conversions,

filling out the cook's worksheet and use of standard equipment. The training should be more comparable to conditions usually encountered in dining facilities. Due to infrequent usage of skills in the field, these aspects of the program could possibly be de-emphasized and the time more profitably used for more training in the fundamentals and cook's watch aspects of the course.

The opinions concerning the NCO course seem to indicate that there is inadequate emphasis on the development of leadership skills necessary for support management. The completion of requisite paperwork and ordering forms should receive greater emphasis, while the skills needed for supervision of field operations are infrequently used and therefore could be de-emphasized. Some type of directive experience in a dining facility where the student could observe firsthand the daily operation and functions of intermediate supervisors would be beneficial.

The opinions concerning the Staff NCO Course indicate that there is too much lag time between the training period and the eventual assumption of responsibility for managing a dining facility. It was felt that greater emphasis should be given to leadership skills needed for management. Also, there is too much overlap with the materials taught in the NCO course. The time needed for the acquisition of managing skills and familiarization with operational procedures for managing a dining facility is evidently longer than the time provided in the course. The attendees of the SNCO course would benefit from lengthening its duration and having greater time to assimilate the information. Some type of directive experience whereby the students could observe the actual management of a dining facility would be very beneficial. The time spent in the course on field operations is perceived as being unnecessarily long. This aspect of the course might possibly be shortened to provide more time for concentrating on skills needed for the successful management of a dining facility.

The food service personnel who assessed the training received by dining facility managers agreed with the concerns expressed for the SNCO course. These respondents also felt that greater emphasis should be placed on leadership skills, daily operational procedures in the management of a dining facility and proper completion of requisite correspondence. The time lag between training and assumption of the duties of facility manager was noted as a major concern. The desirability of having students observe the actual management of a dining facility was supported.

Suggestions for the improvement of situations of facility managers included establishing a separate course for the management of consolidated facilities and for specific skills such as budgeting and funding procedures. Additional comments concerned the accountability procedures and fitness reports of facility managers, with the respondents clearly in favor of greater input in this area by the food service officer.

Overall, the respondents to both questionnaires indicated that greater emphasis should be placed on practical skills at all levels of training. Leadership and supervisory abilities should be more developed and actual participation and observation in dining facilities should be incorporated in

the courses. Open-ended comments indicated that less overlap should exist between the courses, and the time duration of the courses should be longer. Also, the length of time between training and actual assumption of duties should be shortened and all three schools should be more directed to practical skills and abilities needed at all levels of operation of dining facilities.

## APPENDIXES

- A. Natick's Letter to Food Service Officers Requesting Participation in Survey Evaluation of Camp Johnson Staff NCO Course
- B. Natick's Letter to Dining Facility Managers Requesting Participation in Survey Evaluation of Camp Johnson Schools
- C. Questionnaire (Food Service Officers' Evaluation of Training for USMC Dining Facility Managers)
- D. Questionnaire (Dining Facility Manager Evaluation of Graduates from USMC Food Service Schools)
- E. Questionnaire Exhibiting Means Obtained in Food Service Officers' Evaluation of Dining Facility Managers
- F. Questionnaire Exhibiting Means Obtained in Dining Facility Managers' Evaluation of Graduates from USMC Food Service Schools

APPENDIX A

Natick's Letter to Food Service Officers Requesting Participation in Survey  
Evaluation of Camp Johnson Staff NCO Course



**DEPARTMENT OF THE ARMY**  
US ARMY NATICK RESEARCH and DEVELOPMENT COMMAND  
NATICK, MASSACHUSETTS 01760

August 8, 1983

REPLY TO ATTENTION OF:  
DRDNA-YBH

Commanding Officer  
Attn: Food Service Office  
Marine Corps Air Station  
FPO Seattle 98764

Dear Food Service Officer:

The U.S. Army Natick Research and Development Laboratories are responsible for food service related research and development for all four military services. The Marine Corps Food Service office (LFS-4) at Headquarters, Marine Corps and the Food Service Schools at Camp Johnson have asked Natick Laboratories to assist in the improvement of the training and development of Marine Corps cooks, food service NCO's and food service staff NCO's. One critical part of this project is the evaluation of what the Camp Johnson schools currently teach. We have received approval from Lieutenant Colonel Edwards and Captain Klepper at LFS-4 to ask for your assistance in this evaluation.

Enclosed are two different types of survey. The first asks dining facility managers to evaluate graduates of three of the courses taught at Camp Johnson. Please help us by having each of your dining facility managers fill out one of these surveys as completely as possible. We have included enough Dining Facility Manager Evaluation of Graduates from USMC Food Service Schools forms for your assistant dining facility managers to complete if you feel their input would be valuable; we are leaving that decision to you.

The second survey, Evaluation of Training for USMC Dining Facility Managers, asks food service office personnel to evaluate the training dining facility managers and assistant managers receive from the Staff NCO Course. Please assist us by carefully reading and filling out one of these surveys as completely as possible, and by also having your warrant officer and food tech each complete one.

Please note that none of these surveys ask for names or organizations; therefore, all responses are confidential. We have provided a return envelope for you to send the completed surveys to us. Thank you.

Sincerely,

*Lawrence E. Symington*

LAWRENCE E. SYMINGTON, Ph.D.  
Research Psychologist  
Behavioral Sciences Division  
Science & Advanced Technology  
Laboratory



2 Enclosures  
as

APPENDIX B

Natick's Letter to Dining Facility Managers Requesting Participation in Survey  
Evaluation of Camp Johnson Schools



DEPARTMENT OF THE ARMY  
US ARMY NATICK RESEARCH and DEVELOPMENT COMMAND  
NATICK, MASSACHUSETTS 01760

August 8, 1983

REPLY TO ATTENTION OF:  
DRDNA-YBH

Commanding General  
Attn: Food Service Office  
Marine Corps Logistics Base  
Barstow, California 92311

Dear Dining Facility Manager:

The U.S. Army Natick Research and Development Laboratories are responsible for food service related research and development for all four military services. The Marine Corps Food Service office (LFS-4) at Headquarters, Marine Corps and the Food Service Schools at Camp Johnson have asked Natick Laboratories to assist in the improvement of the training and development of Marine Corps cooks, food service NCO's and food service staff NCO's. One critical part of this project is the evaluation of what the Camp Johnson schools currently teach. We have received approval from Lieutenant Colonel Edwards and Captain Klepper at LFS-4 to ask for your assistance in this evaluation.

Enclosed is a survey which asks you to evaluate graduates of three of the courses taught at Camp Johnson. Please help us by carefully reading and filling out the survey as completely as possible; then returning it in the enclosed return envelope. The survey does not ask for your name or organization; therefore, your responses are confidential.

Thank you.

Sincerely,

*Lawrence E. Symington*

1 Enclosure  
as

LAWRENCE E. SYMINGTON, Ph.D.  
Research Psychologist  
Behavioral Sciences Division  
Science & Advanced Technology Laboratory



**APPENDIX C**

**Questionnaire (Food Service Officers' Evaluation of Training for USMC Dining Facility Managers)**

**EVALUATION OF TRAINING FOR USMC DINING FACILITY MANAGERS**

Please respond to the following items as they generally apply for dining facility managers whom you have observed within the past five years. This report is to evaluate the training which these managers received at the Food Service Staff NCO Course.

Please rate each item for three separate considerations:

Training Adequacy (Column 1)      Frequency of Use (Column 2)      School Emphasis (Column 3)

**ADEQUACY OF TRAINING PROVIDED AT STAFF NCO COURSE**

- 4 = You feel that managers were generally highly trained for this item.
- 3 = You feel that managers were adequately trained for this item.
- 2 = You feel that managers were generally poorly trained for this item.
- 1 = You feel that the managers were very poorly trained for this item.
- N = You feel that you have not formed an opinion for this item.

**FREQUENCY OF USE BY DINING FACILITY MANAGERS**

- 4 = This item is usually done daily by managers.
- 3 = This item is done at least once a week by managers.
- 2 = This item is done at least once a month by managers.
- 1 = This item is rarely or never done by managers.
- N = You feel that you do not have an opinion for this item.

**SUGGESTED TRAINING EMPHASIS FOR STAFF NCO COURSE**

- 4 = More school emphasis is needed for this item.
- 3 = School emphasis for this item is adequate.
- 2 = Less school emphasis is needed for this item.
- 1 = Item should not be taught at Staff NCO Course.
- N = You feel that you do not have an opinion on this item.

	TRAINING ADEQUACY	FREQUENCY OF USE	SCHOOL EMPHASIS
<b>A. SERVICE SUPPORT SNCO MANAGEMENT</b>			
1. Effective communication ability	_____	_____	_____
2. Effective leadership ability	_____	_____	_____
3. Problem solving ability	_____	_____	_____
<b>B. KNOWLEDGE NEEDED TO MANAGE A DINING FACILITY</b>			
1. Proper military correspondence	_____	_____	_____
2. Requisition and inventory control forms	_____	_____	_____
3. Receipt and storage of subsistence supplies	_____	_____	_____
4. Product and produce requirement sheet	_____	_____	_____
5. Control of dining facility funds	_____	_____	_____
6. Man-Day Fed report	_____	_____	_____
7. Financial status report	_____	_____	_____
8. Managing a field dining facility	_____	_____	_____
<b>C. MANAGEMENT OF CENTRALIZED PASTRY SHOP</b>			
1. Production of breads and pastries	_____	_____	_____
2. Knowledge of faults in breads	_____	_____	_____
3. Knowledge of faults in pastries	_____	_____	_____
4. Ability to manage field bakery facility	_____	_____	_____
<b>D. MANAGEMENT OF CONSOLIDATED FACILITY</b>			
1. Subsistence supplies procedures	_____	_____	_____
2. Computation of daily food allowance	_____	_____	_____
3. Completion of subsistence operational plan	_____	_____	_____
4. Food requisitions	_____	_____	_____
<b>E. What is <u>YOUR</u> current job?</b> _____			

PLEASE WRITE ANY ADDITIONAL COMMENTS YOU MIGHT HAVE CONCERNING MARINE CORPS FOOD SERVICE TRAINING ON THE OTHER SIDE OF THIS SHEET.

## APPENDIX D

### Questionnaire (Dining Facility Manager Evaluation of Graduates from USMC Food Service Schools)

#### DINING FACILITY MANAGER EVALUATION OF GRADUATES FROM USMC FOOD SERVICE SCHOOLS

The U.S. Army Natick Research and Development Laboratories perform the food service related research for all four military services. The Marine Corps Food Service Office (LFS-4) at Headquarters, Marine Corps and the Food Service Schools at Camp Johnson have asked Natick Laboratories to assist in the improvement of the training and development of Marine Corps cooks, food service NCO's and food service staff NCO's. One critical part of this project is the evaluation of what the Camp Johnson schools currently teach. We request your assistance in this evaluation.

The first set of questions deals with your own experience in Marine Corps Food Service. The remaining questions ask you to evaluate graduates of three of the courses taught at Camp Johnson: The Basic Food Service Course, the NCO Course, and the Staff NCO Course. We have also provided a sheet for you to write any additional comments you might have concerning Marine Corps Food Service training.

- I. In order to better evaluate your opinions of the Food Service Courses and to consolidate them with the opinions of other dining facility managers throughout the Marine Corp., it is necessary to have some information about you. Please respond to the following items.
  1. Have you attended a Staff NCO Course?  Yes  No  
If yes, in which year did you attend? \_\_\_\_\_
  2. Number of years that you have been in Marine Corp. Food Service \_\_\_\_\_
  3. Number of years that you have been a Dining Facility Manager \_\_\_\_\_
  4. Approximate number of personnel who have completed the Basic Food Service Course that you have supervised as a Dining Facility Manager (check one)  
Under 10 \_\_\_\_\_ 10 to 20 \_\_\_\_\_ 21 to 50 \_\_\_\_\_ over 50 \_\_\_\_\_
  5. Approximate number of personnel who have completed the Basic Food Service NCO Course that you have supervised as a Dining Facility Manager (check one)  
Under 5 \_\_\_\_\_ 5 to 10 \_\_\_\_\_ 11 to 20 \_\_\_\_\_ over 20 \_\_\_\_\_
  6. Approximate number of personnel who have completed the Food Service Staff NCO Course that you have supervised as a Dining Facility Manager (check one)  
Under 5 \_\_\_\_\_ 5 to 10 \_\_\_\_\_ 11 to 20 \_\_\_\_\_ over 20 \_\_\_\_\_
  7. Which type of unit best describes where you have had the most experience as a Dining Facility Manager?  
USMC Base \_\_\_\_\_ USMC Division \_\_\_\_\_ USMC FSSG \_\_\_\_\_ USMC Air Station \_\_\_\_\_
  8. Number of meals that your dining facility prepares daily  
Under 100 \_\_\_\_\_ 100 to 500 \_\_\_\_\_ 501 to 1000 \_\_\_\_\_ over 1000 \_\_\_\_\_

Please respond to the following items as they generally apply to all personnel who have completed one or more food service courses within the past five years and whom you have observed in your duty assignment as a Dining Facility Manager.

Please evaluate each item for three separate considerations:

- Adequacy of Training Received (column 1)
- Frequency of Use (column 2)
- Suggested School Emphasis (column 3)

Please use the following rating scales to indicate your opinions:

**ADEQUACY OF TRAINING RECEIVED**

- 4 = You feel that the individuals were generally highly trained for the particular item.
- 3 = You feel that the individuals were generally adequately trained for the particular item.
- 2 = You feel that the individuals were generally poorly trained for the particular item.
- 1 = You feel that the individuals were generally very poorly trained or not trained at all.
- N = You feel that you have not formed an opinion for this item.

**FREQUENCY OF USE**

- 4 = The activity is usually done daily.
- 3 = The activity is done at least once a week.
- 2 = The activity is done at least once a month.
- 1 = The activity is done very rarely or never.
- N = You feel that you have not formed an opinion for this item.

**SUGGESTED SCHOOL EMPHASIS**

- 4 = More school emphasis is needed for this item.
- 3 = School emphasis is adequate for this item.
- 2 = Less school emphasis is needed for this item.
- 1 = Item should not be taught in school.
- N = You feel that you have not formed an opinion for this item.

**II. PERSONNEL WHO ATTENDED BASIC FOOD SERVICE COURSE**

	TRAINING ADEQUACY (column 1)	FREQUENCY OF USE (column 2)	SCHOOL EMPHASIS (column 3)
<b>A. DINING FACILITY FUNDAMENTALS</b>			
1. Use of cook's worksheet	_____	_____	_____
2. Math needed for recipe and portion conversions	_____	_____	_____
3. Understand how to complete a subsistence issue receipt	_____	_____	_____
4. Operate and clean standard food service equipment	_____	_____	_____
5. Proper use of miscellaneous equipment (cutlery, utensils, etc.)	_____	_____	_____
<b>B. ABILITY TO FUNCTION AS A COOK ON WATCH</b>			
1. Preparation of eggs	_____	_____	_____
2. Preparation of salads	_____	_____	_____
3. Preparation of meats, fish and poultry	_____	_____	_____
4. Preparation of soups, sauces, gravies and dressings	_____	_____	_____
5. Preparation of gelatin desserts, puddings & custards	_____	_____	_____
6. Preparation of quick coffee cake, biscuits and muffins	_____	_____	_____
7. Preparation of sandwiches	_____	_____	_____
8. Preparation of beverages (coffee, tea, juices)	_____	_____	_____
9. Preparation of vegetables	_____	_____	_____
<b>C. PREPARATION OF MEALS UNDER FIELD CONDITIONS</b>			
1. Preparing meals under field conditions	_____	_____	_____
2. Operation and maintenance of immersion water heater	_____	_____	_____
3. Ability to solve work-related problems	_____	_____	_____

**III. PERSONNEL WHO ATTENDED FOOD SERVICE NCO COURSE**

	TRAINING ADEQUACY (column 1)	FREQUENCY OF USE (column 2)	SCHOOL EMPHASIS (column 3)
<b>A. SERVICE SUPPORT NCO MANAGEMENT</b>			
1. Ability to communicate effectively with subordinates	_____	_____	_____
2. Ability to demonstrate effective leadership	_____	_____	_____
3. Ability to solve work-related problems	_____	_____	_____

Please use the following rating scales to indicate your opinions:

-3-

**ADEQUACY OF TRAINING RECEIVED**

- 4 = You feel that the individuals were generally highly trained for the particular item.
- 3 = You feel that the individuals were generally adequately trained for the particular item.
- 2 = You feel that the individuals were generally poorly trained for the particular item.
- 1 = You feel that the individuals were generally very poorly trained or not trained at all.

**FREQUENCY OF USE**

- 4 = The activity is usually done daily.
- 3 = The activity is done at least once a week.
- 2 = The activity is done at least once a month.
- 1 = The activity is done very rarely or never.
- N = You feel that you have not formed an opinion for this item.

**SUGGESTED SCHOOL EMPHASIS**

- 4 = More school emphasis is needed for this item.
- 3 = School emphasis is adequate for this item.
- 2 = Less school emphasis is needed for this item.
- 1 = Item should not be taught in school.
- N = You feel that you have not formed an opinion for this item.

	TRAINING ADEQUACY (column 1)	FREQUENCY OF USE (column 2)	SCHOOL EMPHASIS (column 3)
<b>B. ADMINISTRATIVE FUNCTIONS OF INTERMEDIATE SUPERVISORS</b>			
1. Maintaining good sanitation conditions	_____	_____	_____
2. Understanding of proper food storage procedures	_____	_____	_____
3. Understanding of weight and measure conversions	_____	_____	_____
4. Understanding of essential math	_____	_____	_____
5. Understanding of Armed Forces Recipe Service	_____	_____	_____
6. Understanding of cook's worksheet	_____	_____	_____
7. Understanding of product and produce requirement sheet	_____	_____	_____
8. Understanding of subsistence issue receipt form	_____	_____	_____
9. Understanding of supernumary ration register	_____	_____	_____
10. Understanding of Man-Day Fed report	_____	_____	_____
11. Understanding of financial status form	_____	_____	_____
<b>C. BAKERY PRODUCTS</b>			
1. Supervises preparation of quick breads	_____	_____	_____
2. Supervises the preparation of cakes, pies, and cookies	_____	_____	_____
3. Supervises the preparation of yeast-raised products	_____	_____	_____
<b>D. ABILITY TO FUNCTION AS CHIEF COOK</b>			
1. Preparation of salads and dressings	_____	_____	_____
2. Preparation of garnishings	_____	_____	_____
3. Preparation of meats, fish and poultry	_____	_____	_____
4. Preparation of vegetables	_____	_____	_____
5. Preparation of cereal and paste products	_____	_____	_____
6. Preparation of beverages	_____	_____	_____
7. Preparation of eggs	_____	_____	_____
8. Preparation of sandwiches	_____	_____	_____
9. Preparation of soups, sauces, gravies	_____	_____	_____
10. Preparation of puddings and desserts	_____	_____	_____
11. Preparation of flight meals	_____	_____	_____
<b>E. INTERMEDIATE SUPERVISORS IN FIELD OPERATIONS</b>			
1. Understands how to set up a field galley	_____	_____	_____
2. Ability to supervise the use of field equipment	_____	_____	_____
3. Ability to supervise meal preparations in the field	_____	_____	_____
<b>IV. PERSONNEL WHO ATTENDED FOOD SERVICE STAFF NCO COURSE</b>			
	TRAINING ADEQUACY (column 1)	FREQUENCY OF USE (column 2)	SCHOOL EMPHASIS (column 3)
<b>A. SERVICE SUPPORT SNCO MANAGEMENT</b>			
1. Ability to communicate effectively with subordinates	_____	_____	_____
2. Ability to demonstrate effective leadership	_____	_____	_____
3. Ability to conduct an effective conference	_____	_____	_____

Please use the following rating scales to indicate your opinions:

-4-

**ADEQUACY OF TRAINING RECEIVED**

- 4 = You feel that the individuals were generally highly trained for the particular item.
- 3 = You feel that the individuals were generally adequately trained for the particular item.
- 2 = You feel that the individuals were generally poorly trained for the particular item.
- 1 = You feel that the individuals were generally very poorly trained or not trained at all.

**FREQUENCY OF USE**

- 4 = The activity is usually done daily.
- 3 = The activity is done at least once a week.
- 2 = The activity is done at least once a month.
- 1 = The activity is done very rarely or never.
- N = You feel that you have not formed an opinion for this item.

**SUGGESTED SCHOOL EMPHASIS**

- 4 = More school emphasis is needed for this item.
- 3 = School emphasis is adequate for this item.
- 2 = Less school emphasis is needed for this item.
- 1 = Item should not be taught in school.
- N = You feel that you have not formed an opinion for this item.

	TRAINING ADEQUACY (column 1)	FREQUENCY OF USE (column 2)	SCHOOL EMPHASIS (column 3)
<b>B. KNOWLEDGE NEEDED TO MANAGE A DINING FACILITY</b>			
1. Proper military correspondence	_____	_____	_____
2. Requisition and inventory control forms	_____	_____	_____
3. Procedures for receipt and storage of subsistence supplies	_____	_____	_____
4. Completion of stock record card	_____	_____	_____
5. Completion of subsistence issue report	_____	_____	_____
6. Completion of manager's portion of cook's worksheet	_____	_____	_____
7. Formula conversion of recipe portions	_____	_____	_____
8. Completion of product and produce requirement sheet	_____	_____	_____
9. Controlling of dining facility funds	_____	_____	_____
10. Completion of Men-Day Fed report	_____	_____	_____
11. Completion of financial status report	_____	_____	_____
12. Conduction of an inspection in a dining facility	_____	_____	_____
13. Establishment of a field dining facility	_____	_____	_____
<b>C. MANAGEMENT OF CENTRALIZED PASTRY SHOP/FIELD BAKERY</b>			
1. Constructs recipes for the preparation of pastries	_____	_____	_____
2. Understands procedure for production of bread	_____	_____	_____
3. Understanding of accounting procedures	_____	_____	_____
4. Understanding of faults in pastry productions	_____	_____	_____
5. Understanding of faults in bread productions	_____	_____	_____
6. Understanding of field bakery operations	_____	_____	_____
<b>D. MANAGEMENT OF A CONSOLIDATED FOOD SERVICE SYSTEM</b>			
1. Understanding the construction of a menu	_____	_____	_____
2. Understanding of subsistence supplies procedures	_____	_____	_____
3. Understanding of how to compute a daily food allowance	_____	_____	_____
4. Understanding the duties of a collection agent	_____	_____	_____
5. Understands the procedure for flight meals	_____	_____	_____
6. Understanding of subsistence operational analysis	_____	_____	_____
7. Understands how to submit requisitions for foods	_____	_____	_____

Please write any additional comments you might have concerning Marine Corps Foods Service Training.

## APPENDIX E

### Questionnaire Exhibiting Means Obtained in Food Service Officers' Evaluation of Dining Facility Managers

#### EVALUATION OF TRAINING FOR USMC DINING FACILITY MANAGERS

Please respond to the following items as they generally apply for dining facility managers whom you have observed within the past five years. This report is to evaluate the training which these managers received at the Food Service Staff NCO Course.

Please rate each item for three separate considerations:

Training Adequacy (Column 1)    Frequency of Use (Column 2)    School Emphasis (Column 3)

Please use the following scales to indicate your opinions:

#### ADEQUACY OF TRAINING PROVIDED AT STAFF NCO COURSE

- 4 = You feel that managers were generally highly trained for this item.
- 3 = You feel that managers were adequately trained for this item.
- 2 = You feel that managers were generally poorly trained for this item.
- 1 = You feel that managers were very poorly trained for this item.
- N = You feel that you have not formed an opinion for this item.

#### FREQUENCY OF USE BY DINING FACILITY MANAGERS

- 4 = This item is usually done daily by managers.
- 3 = This item is done at least once a week by managers.
- 2 = This item is done at least once a month by managers.
- 1 = This item is rarely or never done by managers.
- N = You feel that you do not have an opinion for this item.

#### SUGGESTED TRAINING EMPHASIS FOR STAFF NCO COURSE

- 4 = More school emphasis is needed for this item.
- 3 = School emphasis for this item is adequate.
- 2 = Less school emphasis is needed for this item.
- 1 = Item should not be taught at Staff NCO Course.
- N = You feel that you do not have an opinion on this item.

	TRAINING ADEQUACY	FREQUENCY OF USE	SCHOOL EMPHASIS
<b>A. SERVICE SUPPORT SNCO MANAGEMENT</b>			
1. Effective communication ability	<u>2.17</u>	<u>3.55</u>	<u>3.59</u>
2. Effective leadership ability	<u>2.45</u>	<u>3.90</u>	<u>3.35</u>
3. Problem solving ability	<u>2.24</u>	<u>3.70</u>	<u>3.56</u>
<b>B. KNOWLEDGE NEEDED TO MANAGE A DINING FACILITY</b>			
1. Proper military correspondence	<u>1.83</u>	<u>3.50</u>	<u>3.87</u>
2. Requisition and inventory control forms	<u>2.52</u>	<u>3.62</u>	<u>3.48</u>
3. Receipt and storage of subsistence supplies	<u>2.79</u>	<u>3.49</u>	<u>3.28</u>
4. Product and produce requirement sheet	<u>3.00</u>	<u>3.28</u>	<u>3.20</u>
5. Control of dining facility funds	<u>2.66</u>	<u>3.72</u>	<u>3.25</u>
6. Man-Day Fed report	<u>3.03</u>	<u>3.66</u>	<u>3.31</u>
7. Financial status report	<u>2.90</u>	<u>3.72</u>	<u>3.41</u>
8. Managing a field dining facility	<u>1.91</u>	<u>1.48</u>	<u>3.64</u>
<b>C. MANAGEMENT OF CENTRALIZED PASTRY SHOP</b>			
1. Production of breads and pastries	<u>2.17</u>	<u>2.12</u>	<u>3.32</u>
2. Knowledge of faults in breads	<u>2.06</u>	<u>2.33</u>	<u>3.50</u>
3. Knowledge of faults in pastries	<u>2.18</u>	<u>3.06</u>	<u>3.61</u>
4. Ability to manage field bakery facility	<u>1.65</u>	<u>1.13</u>	<u>3.29</u>
<b>D. MANAGEMENT OF CONSOLIDATED FACILITY</b>			
1. Subsistence supplies procedures	<u>2.27</u>	<u>3.18</u>	<u>3.65</u>
2. Computation of daily food allowance	<u>2.20</u>	<u>1.77</u>	<u>3.48</u>
3. Completion of subsistence operational plan	<u>1.77</u>	<u>1.96</u>	<u>3.65</u>
4. Food requisitions	<u>2.30</u>	<u>3.12</u>	<u>3.44</u>
<b>E. What is <u>YOUR</u> current job?</b> _____			

PLEASE WRITE ANY ADDITIONAL COMMENTS YOU MIGHT HAVE CONCERNING MARINE CORPS FOOD SERVICE TRAINING ON THE OTHER SIDE OF THIS SHEET.

## APPENDIX F

### Questionnaire Exhibiting Means Obtained in Dining Facility Manager's Evaluation of Graduates from USMC Food Service Schools

#### DINING FACILITY MANAGER EVALUATION OF GRADUATES FROM USMC FOOD SERVICE SCHOOLS

The U.S. Army Natick Research and Development Laboratories perform the food service related research for all four military services. The Marine Corps Food Service Office (LFS-4) at Headquarters, Marine Corps and the Food Service Schools at Camp Johnson have asked Natick Laboratories to assist in the improvement of the training and development of Marine Corps cooks, food service NCO's and food service staff NCO's. One critical part of this project is the evaluation of what the Camp Johnson schools currently teach. We request your assistance in this evaluation.

The first set of questions deals with your own experience in Marine Corps Food Service. The remaining questions ask you to evaluate graduates of three of the courses taught at Camp Johnson: The Basic Food Service Course, the NCO Course, and the Staff NCO Course. We have also provided a sheet for you to write any additional comments you might have concerning Marine Corps Food Service training.

I. In order to better evaluate your opinions of the Food Service Courses and to consolidate them with the opinions of other dining facility managers throughout the Marine Corp., it is necessary to have some information about you. Please respond to the following items.

1. Have you attended a Staff NCO Course? 59 Yes 7 No  
If yes, in which year did you attend? 76
2. Number of years that you have been in Marine Corp. Food Service 14.6
3. Number of years that you have been a Dining Facility Manager 4.07
4. Approximate number of personnel who have completed the Basic Food Service Course that you have supervised as a Dining Facility Manager (check one)  
Under 10 11    10 to 20 13    21 to 50 19    over 50 23
5. Approximate number of personnel who have completed the Basic Food Service NCO Course that you have supervised as a Dining Facility Manager (check one)  
Under 5 19    5 to 10 21    11 to 20 13    over 20 13
6. Approximate number of personnel who have completed the Food Service Staff NCO Course that you have supervised as a Dining Facility Manager (check one)  
Under 5 40    5 to 10 16    11 to 20 4    over 20 3
7. Which type of unit best describes where you have had the most experience as a Dining Facility Manager?  
USMC Base 24    USMC Division 25    USMC FSSG 9    USMC Air Station 6
8. Number of meals that your dining facility prepares daily  
Under 100 2    100 to 500 20    501 to 1000 19    over 1000 25

Please respond to the following items as they generally apply to all personnel who have completed one or more food service courses within the past five years and whom you have observed in your duty assignment as a Dining Facility Manager.

Please evaluate each item for three separate considerations:

Adequacy of Training Received (column 1)

Frequency of Use (column 2)

Suggested School Emphasis (column 3)

Please use the following rating scales to indicate your opinions:

**ADEQUACY OF TRAINING RECEIVED**

- 4 = You feel that the individuals were generally highly trained for the particular item.
- 3 = You feel that the individuals were generally adequately trained for the particular item.
- 2 = You feel that the individuals were generally poorly trained for the particular item.
- 1 = You feel that the individuals were generally very poorly trained or not trained at all.
- N = You feel that you have not formed an opinion for this item.

**FREQUENCY OF USE**

- 4 = The activity is usually done daily.
- 3 = The activity is done at least once a week.
- 2 = The activity is done at least once a month.
- 1 = The activity is done very rarely or never.
- N = You feel that you have not formed an opinion for this item.

**SUGGESTED SCHOOL EMPHASIS**

- 4 = More school emphasis is needed for this item.
- 3 = School emphasis is adequate for this item.
- 2 = Less school emphasis is needed for this item.
- 1 = Item should not be taught in school.
- N = You feel that you have not formed an opinion for this item.

**II. PERSONNEL WHO ATTENDED BASIC FOOD SERVICE COURSE**

	TRAINING ADEQUACY (column 1)	FREQUENCY OF USE (column 2)	SCHOOL EMPHASIS (column 3)
<b>A. DINING FACILITY FUNDAMENTALS</b>			
1. Use of cook's worksheet	2.65	3.81	3.60
2. Math needed for recipe and portion conversions	2.70	3.95	3.67
3. Understand how to complete a subsistence issue receipt	2.50	3.25	3.51
4. Operate and clean standard food service equipment	2.97	3.87	3.25
5. Proper use of miscellaneous equipment (cutlery, utensils, etc.)	2.88	3.83	3.33
<b>B. ABILITY TO FUNCTION AS A COOK ON WATCH</b>			
1. Preparation of eggs	3.01	3.81	3.07
2. Preparation of salads	2.93	3.71	3.31
3. Preparation of meats, fish and poultry	3.01	3.76	3.25
4. Preparation of soups, sauces, gravies and dressings	2.87	3.73	3.40
5. Preparation of gelatin desserts, puddings & custards	2.88	3.49	3.38
6. Preparation of quick coffee cake, biscuits and muffins	2.82	3.53	3.41
7. Preparation of sandwiches	3.03	3.65	3.14
8. Preparation of beverages (coffee, tea, juices)	2.93	3.49	3.14
9. Preparation of vegetables	2.97	3.73	3.35
<b>C. PREPARATION OF MEALS UNDER FIELD CONDITIONS</b>			
1. Preparing meals under field conditions	2.61	1.90	3.63
2. Operation and maintenance of immersion water heater	2.81	1.92	3.51
3. Ability to solve work-related problems	2.38	2.40	3.56

**III. PERSONNEL WHO ATTENDED FOOD SERVICE NCO COURSE**

	TRAINING ADEQUACY (column 1)	FREQUENCY OF USE (column 2)	SCHOOL EMPHASIS (column 3)
<b>A. SERVICE SUPPORT NCO MANAGEMENT</b>			
1. Ability to communicate effectively with subordinates	2.85	3.87	3.50
2. Ability to demonstrate effective leadership	2.85	3.81	3.52
3. Ability to solve work-related problems	2.85	3.74	3.50

Please use the following rating scales to indicate your opinions:

**ADEQUACY OF TRAINING RECEIVED**

- 4 = You feel that the individuals were generally highly trained for the particular item.
- 3 = You feel that the individuals were generally adequately trained for the particular item.
- 2 = You feel that the individuals were generally poorly trained for the particular item.
- 1 = You feel that the individuals were generally very poorly trained or not trained at all.
- N = You feel that you have not formed an opinion for this item.

**FREQUENCY OF USE**

- 4 = The activity is usually done daily.
- 3 = The activity is done at least once a week.
- 2 = The activity is done at least once a month.
- 1 = The activity is done very rarely or never.
- N = You feel that you have not formed an opinion for this item.

**SUGGESTED SCHOOL EMPHASIS**

- 4 = More school emphasis is needed for this item.
- 3 = School emphasis is adequate for this item.
- 2 = Less school emphasis is needed for this item.
- 1 = Item should not be taught in school.
- N = You feel that you have not formed an opinion for this item.

	TRAINING ADEQUACY (column 1)	FREQUENCY OF USE (column 2)	SCHOOL EMPHASIS (column 3)
<b>B. ADMINISTRATIVE FUNCTIONS OF INTERMEDIATE SUPERVISORS</b>			
1. Maintaining good sanitation conditions	<u>3.01</u>	<u>3.92</u>	<u>3.39</u>
2. Understanding of proper food storage procedures	<u>2.95</u>	<u>3.80</u>	<u>3.39</u>
3. Understanding of weight and measure conversions	<u>2.87</u>	<u>3.92</u>	<u>3.50</u>
4. Understanding of essential math	<u>2.76</u>	<u>3.92</u>	<u>3.50</u>
5. Understanding of Armed Forces Recipe Service	<u>2.96</u>	<u>3.89</u>	<u>3.37</u>
6. Understanding of cook's worksheet	<u>2.85</u>	<u>3.81</u>	<u>3.45</u>
7. Understanding of product and produce requirement sheet	<u>2.96</u>	<u>3.84</u>	<u>3.42</u>
8. Understanding of subsistence issue receipt form	<u>2.89</u>	<u>3.76</u>	<u>3.40</u>
9. Understanding of supernumary ration register	<u>2.55</u>	<u>3.27</u>	<u>3.40</u>
10. Understanding of Man-Day Fed report	<u>2.51</u>	<u>3.35</u>	<u>3.36</u>
11. Understanding of financial status form	<u>2.35</u>	<u>3.36</u>	<u>3.34</u>
<b>C. BAKERY PRODUCTS</b>			
1. Supervises preparation of quick breads	<u>3.01</u>	<u>3.54</u>	<u>3.29</u>
2. Supervises the preparation of cakes, pies, and cookies	<u>3.00</u>	<u>3.70</u>	<u>3.34</u>
3. Supervises the preparation of yeast-raised products	<u>2.93</u>	<u>3.44</u>	<u>3.31</u>
<b>D. ABILITY TO FUNCTION AS CHIEF COOK</b>			
1. Preparation of salads and dressings	<u>2.98</u>	<u>3.75</u>	<u>3.26</u>
2. Preparation of garnishings	<u>2.89</u>	<u>3.84</u>	<u>3.36</u>
3. Preparation of meats, fish and poultry	<u>3.09</u>	<u>3.83</u>	<u>3.25</u>
4. Preparation of vegetables	<u>3.07</u>	<u>3.82</u>	<u>3.22</u>
5. Preparation of cereal and paste products	<u>3.09</u>	<u>3.85</u>	<u>3.25</u>
6. Preparation of beverages	<u>3.06</u>	<u>3.73</u>	<u>3.21</u>
7. Preparation of eggs	<u>3.12</u>	<u>3.87</u>	<u>3.15</u>
8. Preparation of sandwiches	<u>3.09</u>	<u>3.77</u>	<u>3.27</u>
9. Preparation of soups, sauces, gravies	<u>3.07</u>	<u>3.81</u>	<u>3.31</u>
10. Preparation of puddings and desserts	<u>2.98</u>	<u>3.71</u>	<u>3.25</u>
11. Preparation of flight meals	<u>2.50</u>	<u>2.62</u>	<u>3.35</u>
<b>E. INTERMEDIATE SUPERVISORS IN FIELD OPERATIONS</b>			
1. Understands how to set up a field galley	<u>2.51</u>	<u>1.81</u>	<u>3.80</u>
2. Ability to supervise the use of field equipment	<u>2.46</u>	<u>1.81</u>	<u>3.68</u>
3. Ability to supervise meal preparation in the field	<u>3.53</u>	<u>1.79</u>	<u>3.60</u>

**IV. PERSONNEL WHO ATTENDED FOOD SERVICE STAFF NCO COURSE**

	TRAINING ADEQUACY (column 1)	FREQUENCY OF USE (column 2)	SCHOOL EMPHASIS (column 3)
<b>A. SERVICE SUPPORT SNCO MANAGEMENT</b>			
1. Ability to communicate effectively with subordinates	<u>3.17</u>	<u>3.86</u>	<u>3.34</u>
2. Ability to demonstrate effective leadership	<u>3.17</u>	<u>3.85</u>	<u>3.26</u>
3. Ability to use creative problem solving	<u>3.03</u>	<u>3.72</u>	<u>3.31</u>
4. Ability to conduct an effective conference	<u>2.98</u>	<u>3.54</u>	<u>3.37</u>